

<Material>On the Course of Japanese Management

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〔資 料〕

On the Course of Japanese Management

By Yasuo Hoshino

The author was teaching the courses, "696* Current Problems in International Business: Japanese Management" and "595, 596 Interfunctional Management I, II**" at the Graduate School of Management, Rutgers University as a Fulbright visiting lecturer for one year—three trimesters beginning on September, 1981.

The former course gives three credit hours (3 hours × 14 times) for the MBA students who are required to take 60 credit hours to get the MBA.

The latter has two credit hours for the course of I and three credit hours to the II.

The following are (I) The Course Outline of Japanese Management, (II) Student Information Questionnaire, (III) A List of MBA Students in the Course of Japanese Management, (IV) Exam made by the author and (V) The Student Evaluation Scale by Professor A.M. El-Meligi, which is used frequently for the evaluation of professors at the Graduate School of Management.

* This is a course number. The 500 course series comprise the required core curriculum; The 600 series are the elective courses which are taken after completion of the core.

** Interfunctional Management I provides the student with exposure to theory concepts, analytical tools, historical perspective and research methodologies. These topics are examined in lectures, discussions, interfunctional cases and computer gaming.

Interfunctional Management II involves grouping candidates into teams. Teams are assigned current on-going confidential problems of profit/cost center managers whose firms or institutions participate in the program. See Course Descriptions: Business Administration Curriculum Graduate School of Management, Rutgers University.

(I) The Course Outline of Japanese Management

Rutgers - The State University
Graduate School of Management

696 Current Problems in International Business
: Japanese Management

Summer 1982

Yasuo Hoshino

Wednesday

Office 225E

6 : 00—9 : 00 p.m. 004E

201-648-5888

Course Outline

Objective :

The objective of this course is to examine the structure and function of the contemporary Japanese Management. It covers background, industrial groups, government and business, organization, management system, production system, finance, marketing, strategy and international management of Japanese corporations with emphasis on quantitative as well as descriptive approaches. It will also study the comparisons and relationships of management between the U.S. and Japan.

Readings :

Reading assignments are given from the list of readings before classes. They are classified into I, II by priority. Students are advised to read at least Class I material.

Gradings :

The allocation of points will be made as follows.

Examination : 30%

Term paper : 40%

Class participation & presentation : 30%

- 1) Term paper is expected to be 10-20 pages with double spaces.

- 2) Prior consultation with the instructor for the selection of topics is necessary.

Course Schedule :

Week One Introduction: Background

- I Reischauer (Ch. 1-3), Yoshino (1968, Ch. 1,2), Clark (Ch.2), Haitani (Ch.2), Sasaki (1981, Ch. 1)
- II Nakane, Fukutane, M. Imai, Takafusa Nakamura, Tsuru, James Nakamura (1974, 81, 82) Saxsonhouse (1974), Forbis

Week Two Industrial Groups

- I Sato (Ch. III), Yoshino (1968, Ch. 5), Caves & Uekusa (Ch. 4), Okuda (1980), Tomonomori, Oriental Economist
- II Shinohara (1980), Takao Suzuki (1982), Ozawa (August 1980), Forbis (Ch.22)

Week Three Government and Business

- I Caves & Uekusa (Ch. 3), Sato (Ch. IV), Haitani (Ch. 4,5), Baranson (Ch. 4),
- II Callahan (1981), Horvath & McMillan (1980), Ike (1980), Okamatsu (1982), Forbis (Ch. 21)

Week Four Organization

- I Azumi & McMillan (1981), Clark (Ch. IV), Haitani (Ch. 6), Yoshino (1968, Ch. 9), Kiyonori Sakakibara et al. (1981)
- II Azumi (1974), Azumi et al. (1978), Lincoln et al. (1981), Whitehill (1978), Pucik (1981), Shimizu (1980, Ch. 5), Shimizu (1978, Ch. 1-4)

Week Five Management System

- I Ouchi (1981, Ch. 1-4), Ouchi (1978, 81), Sasaki (Ch. 4,5), Ballon (1981), Fox (1977), Drucker (1981), Tsurumi (1978, Ch. 2), Tsuda (1979)
- II Hoshino (May 1982), Kichiro Hayashi (1978, 1980), Hanari & Zeira (1978), Marengo (1979), Hashimoto (1979), Nishida (1976), Oh (1976), Ouchi & Jaeger (1978), Tsuchiya (1979), Urabe (1979), Levine & Taira, Hatvany & Pucik (1981), Cole,

Magota, Lynn (1981), Yang, Matsuno & Stoevers

Week Six Production System

- I Shimizu (1980, Ch. 4), Karatsu (1981), QC Circle Headquarters, JETRO, Haynes, Jacobs (1978)
- II Japan Society Inc. (May 1981)

Week Seven Finance

- I Ballon et al. (Part two), Patrick & Rosovsky (Ch. 4), Caves & Uekusa (Ch. 2), Shimizu (1980, Ch. 6), Haitani (Ch. 9, 10), Skulley (1980)
- II IBI (Part I), Hoshino (Summer 1982, Feb. & April 1982), Adams & Hoshii, Prindle, Neuberger & Strokes, Japan Securities Research Institute, Kluge (1979), Monroe (1972), Eisuke, Sakakibara et al. (1981), Terasawa (1980)

Week Eight Marketing

- I Yoshino (1971, Ch. 2-4), Tsurumi (1977, Ch. 4,5), Yoshino (1975, Ch. 1-3), Ballon (Ch. 3), Frank (1975, Ch. 4), Richardson & Ueda (Ch. 5,10), Shuji Hayashi (1980)
- II Dentsu Inc. (Ch. 2,6,7), Y. Ikeda (1973), Norihiro Suzuki (1980)

Week Nine Strategy

- I Shimizu (1980, Ch. 7), Wheelwright (1981), Y. Suzuki (1980)
- II Goto (1978), Business Week (1981)

Week Ten Foreign Trade

- I Hollerman (Ch. 1,4,7), Tsurumi (1976, Ch. 5), Yoshino (1976, Ch. 4), Fukushima (1977), Allen (1981, Ch. 3)
- II Graham (1981), Allen (1978), Kawahito (1982), Branson (Ch. 5,6), Bronfenbrenner (1973), Hadley (1981)

Week Eleven Direct Investment

- I Tsurumi (1977, Ch. 1,2), Yoshino (1976, Ch. 6), Sekiguchi (Ch. 3-5)
- II Kojima, Amano (1979), Richard T. Johnson (1977), Roehner (1976), Sakurai (1982), Matsuda (1973), Taira (1980), Takamiya (1981), Peterson & Schwind (1977)

Week Twelve Japan in the World Community

I Reischauer (pp. 335-426), Tsurumi (1976, Ch. 11), Sasaki (Ch. 7), Vogel (part three)

II Tsurumi (Fall 1978), Japan Society Inc. (1980), Levin & Taira (1981), Ogata (1980), Tsurumi (1977)

Week Thirteen Case Studies and Presentation

I JETRO, Yotaro Kobayashi (1981)

Week Fourteen Exam

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Abegglen, James, *Management and the Worker*, (New York: Kodansha International/USA, 1973).

Adams, J.F.M. and Iwao Hoshii, *A Financial History of the New Japan*, (Tokyo: Kodansha International, 1972).

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Japan Securities Research Institute, *Securities Market in Japan 1980*, (Tokyo:

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—, *Can the United States Become a More Competitive International Trader?*, February 27, 1981, A Seminar Report.

—, *U.S.-Japanese Competition in the Semiconductor Industry*, May 1, 1981, A Seminar Report.

—, *Management in the Robot Age*, December 3, 1981, A Seminar Report.

Johnson, Chalmers, *MITI and the Japanese Miracle: The Growth of Industrial Policy, 1925-1975*, (Stanford: Stanford University Press, 1982).

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(II) Student Information Questionnaire

1. Name, nationality (If possible, with Chinese letters also)

2. Local address and phone
3. Permanent address and phone
4. Business address and phone
5. Previous degree: Institution, graduate and undergraduate and area of concentration
6. Work experience: number of years, field and name of employer
7. Foreign languages (reading, speaking and writing ability)
8. Foreign countries in which you stayed more than one week, duration of stay and purpose of visit
9. What do you expect most from this course?
10. Additional comments and suggestions, if any.

(III) A List of MBA Students in the Course of Japanese Management

Student Name	Sex	Previous Degree, Major, University	Working Experience	Nationality
① T.E.B.	M	BS, Building Sciences Architecture Rensselaer Polytechnic Institute from N.Y.	Westing Elevator 7 years Marketing present 2 years Engineering 5 years	U.S.A.
② R.B.	M	MA, Political Science Long Island University Israel-Rabbinical Studies	Sephardic High School School Administration 5 years	U.S.A.
③ R.B.	M	BSME, College of Engineering Poona, India	Sales-Electro Mechanical Equipment 17 years	India
④ R.D.	M	BA, Sociology, Psychology Glassboro State College	Superior-Dep. of Welfare 3 years N. J. Monmouth County	U.S.A.
⑤ J.D.F.	M	BSME, Manufacturing Engineering, Univ. of Detroit	Store manager-retail-pier one imports Exxon Research & Engineering Co. 5 years	U.S.A.
⑥ T.F.	M	BA, Economics Jersey City State College	Operations Manager 10 years	U.S.A.

⑦ E.J.	F	MBA Marketing Maryknoll College Classical literature	Director Corporate planning 7 years Forecasting	Philippine
⑧ C.K.J.	M	BA, Economics College of Commerce, Seoul National University	Dae Woo Industrial Co. (Exporting Co.) 6 years	Korea
⑨ P.J.K.	M	BSCE Civil Engineering New Jersey Institute of Technology	Manufacturing Engineering 4 years Miles laboratory	U.S.A.
⑩ C.K.	M	BA Communication Seoul National University		Korea
⑪ R.K.	M	BA, History Loyola College	US Army office 7 years Pharmaceutical Sales 6 years Pfizer laboratories, Pfizer Inc.	U.S.A.
⑫ S.L.	F	BS, Chemistry Rutgers University	Warner Lambert-Parke Davis Lab. Supervisor 1½ years Research Scientist 2 years	China
⑬ T.P.M.	M	BS, Civil Engineering Graduate Studies in Civil Engineering (24 out of 30 credits) Univ. of the Philippine	Project Manager National Resources Management Center 2 years	Philippine
⑭ J.T.M.	M	BS, Biology Fordham University	High vacuum, high energy physics Varian 5 years	U.S.A.
⑮ T.R.M.	M	BS, Engineering Case Western Reserve University	Technical Field Sales 5½ years Product Sales Manager 1½ years	U.S.A.
⑯ J.M.	F	BS. Journalism Boston University	Hunter College 2 years Dep. of Public Relations	U.S.A.
⑰ D.I.M.	F	BA, French/Bus. Ad. Rutgers University	Programmer analyst 3 years New Jersey Bell Telephone	Nigeria
⑱ K.P.	F	BA, Law Yonsei University		Korea
⑲ D.A.R.	M	BS, General Engineering	Industrial Engineering	

		US Military Academy	Avon Products Inc. 3 years	U.S.A.
			Production Management	
⑳ C.E.S.	M	BS, Accounting Hunter College	Johnson & Johnson 3 years	U.S.A.
			Senior Internal Auditor 1 year	
			Data Systems Supervisor 3 years	
			Personnel-Benefits Supervisor 2 years	
			Technicians Communications 5 years	
㉑ R.T.	M	BA, Business Rutgers University	Computer Programmer	U.S.A.
			American Telephone & Telegraph 7 years	
㉒ R.N.T.	M	BME, MS, Ph. D Education Indiana University	Professor Indiana University The Ohio State University New York University Rutgers University Univ. of Hartford 12 years	U.S.A.
㉓ S.W.	M	BA, Law Yonsei University	Pusan Steel Pipe Inc. 2 years	Korea
			8th U.S.Army ROKA (Republic of Korea Army) liaison office 2 years	
㉔ J.B.W.	M	BS, Economics Saint Peter's College	Higher Educational Administrator 12 years	U.S.A.
			Seton Hall University	
㉕ R.G.	M	BA, Political Science German Notre Dame University		U.S.A.
㉖ G.A.H.	M	BA, English Rutgers University	Sales/Marketing National Utility Service Inc. 3 years	U.S.A.

(IV) Exam

1. What are the meanings of the following words. (6×5= 30 points)

1) Nemawashi

- 2) Japanese Disguised Communism
 - 3) Amakudari (Descent from heaven)
 - 4) Sogo Shosha
 - 5) Tripartite power centers of Japan
 - 6) Sokaiya
2. Name the six industrial groups in Japan and representative firms including bank and trading firm. (10 points)
 3. Explain the characteristics of Toyota Production system, and discuss pro and con of introducing this system in the U.S.A.. (15 points)
 4. Point out some financial characteristics of Japanese corporations and compare with the counterparts in the U.S.A.. (15 points)
 5. Discuss the strength and weakness of Japanese organization. (15 points)
 6. What kinds of roles should Japan play in the world community. (15 points)

(V) STUDENT EVALUATION SCALE (SES)

Developed by A. M. El-Meligi (April 77)

1. The instructor's command of the subject matter is: (a) consistently outstanding; (b) generally very good; (c) adequate on the whole; (d) occasionally shaky; (e) generally shaky.
2. Course content: (a) is very meaningful and relevant in every respect; (b) is generally meaningful and relevant; (c) is all right; (d) is not sufficiently meaningful or relevant; (e) does not seem meaningful or relevant at all.
3. The amount of material covered in the course is: (a) very rich; (b) too much for the time available; (c) just about adequate; (d) insufficient; (e) too meager.
4. Course content is: (a) very challenging; (b) too difficult; (c) quite easy; (d) somewhat mediocre; (e) very mediocre.
5. The instructor's presentations: (a) flow naturally and smoothly; (b) are too rigidly structured; (c) are fairly organized; (d) are not structured enough; (e) tend to be disorganized.

6. The instructor's ability to communicate is: (a) outstanding; (b) very good; (c) adequate; (d) not always adequate; (e) poor.
7. With regard to handling student participation the instructor: (a) is very effective; (b) is fairly effective; (c) allows too much class discussion; (d) fails to get class participation; (e) discourages class participation.
8. The subject matter selected by the instructor: (a) is very meaningful and relevant; (b) is mostly valuable; (c) added to my knowledge; (d) has little relevance; (e) is mostly meaningless and lacking in relevance.
9. The instructor: (a) demonstrated a rare talent in integrating theoretical knowledge and practical applications; (b) made a good effort to link theory with practice; (c) is effective in presenting theoretical knowledge but does not pay sufficient attention to applied aspects; (d) is effective in practical aspects but shows little interest in theoretical foundations; (e) presented a collection of topics without clear theoretical framework or practical significance.
10. The course developed: (a) in a very well integrated way; (b) in a fairly well integrated way; (c) subjects treated in the course do not relate to each other in a convincing way.
11. The learning I gained from the instructor is: (a) very gratifying; (b) satisfactory; (c) less than I expected; (d) disappointingly meager; (e) is not worth coming to class.
12. In relating to students in and out of the classroom, the instructor is: (a) definitely helpful; (b) helpful occasionally; (c) considerate but distant; (d) indifferent to their needs and concerns; (e) generally unsympathetic or discouraging.
13. Course aims and assignment expectations were: (a) very clearly stated; (b) partly explained; (c) never stated; (d) misleading and ambiguous.
14. The course had the following impact on my personal and professional outlook: (a) it provided me with valuable insights and furthered my interest in the field; (b) it aroused my curiosity with regard to the subject matter; (c) it added to my knowledge but did not affect my thinking or attitudes; (d) it did not affect me one way or the other;

- (e) it had no value from the personal or professional standpoint.
15. If given the opportunity to take another course with the same instructor: (a) I would attend that course even without credit; (b) certainly would do that; (c) I may consider it; (d) I doubt it if I would; (e) I certainly would not.
16. Would you recommend this course to a friend?: (a) I already recommended it to several; (b) I certainly would do that; (c) I would if I were asked about it; (d) I would hesitate to; (e) I certainly would not.
17. What grade would you expect to get in this course?
- ___1___ ___2___ ___3___ ___4___ ___5___

(1983年2月21日)